



Concord Hospital Restorative Actions Summary of Progress and Future Plans



Health
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Local Health District

Concord Repatriation General Hospital (CRGH) has a long and rich history of providing high quality health services to the NSW community.

The CRGH team of staff and volunteers have many strengths and examples of world class achievement which ought to be celebrated. However, alongside these strengths and achievements, some CRGH clinicians have raised concerns regarding the challenges they face.

Since July 2023, the CRGH Executive Team, Sydney Local Health District (SLHD), The Ministry of Health and the independent organisation, ProActive ReSolutions have been working together to better understand the concerns of staff members and resolve these concerns wherever possible.

This document provides a summary of:

- The issues identified by ProActive ReSolutions through the process of consultation with Concord Hospital staff since July 2023
- The actions jointly undertaken by the Concord Hospital Executive Team, SLHD Executive, Ministry appointed Implementation Partners and where relevant, ProActive ReSolutions to address the issues raised
- The status of actions as of 15 March 2024
- The tasks that the Concord Hospital Executive Team and Sydney Local Health District will continue to progress

Unless otherwise stated, all 'Tasks to Progress' in the tables below are the responsibility of the CRGH Executive Team, with the strong support of the SLHD Executive. Tasks are assigned to an CRGH Executive Team member to be responsible for their implementation, with an accompanying timeline.



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Issue identified	Actions undertaken	Status as at 15 March 2024	Tasks to progress	Who	Due (end of)
THEME 1: Workplace Culture and Engagement					
Opportunity for the CRGH Executive to enhance engagement with staff to share relevant information, listen and respond to concerns	Formalisation of regular <i>Executive Walkarounds</i> to visit clinical areas, get to know frontline staff, learn about service achievements and enable staff to raise patient safety or other concerns.	Regular <i>Executive Walkarounds</i> were reintroduced in February 2024 and a schedule of ongoing regular visits is being prepared.	Embed regular Executive Walkarounds as part of business as usual, with a mechanism for timely follow up on issues needing Executive attention. CRGH to undertake the Speaking Up for Safety or similar program to strengthen this culture within the hospital.	DCGR DCGR	March June
	Review and streamlining of written communication from CRGH to all staff to minimise email volume, while ensuring key information is shared in a timely manner. Utilising opportunities to engage staff and celebrate achievement.	A process is being developed to curate and minimise all staff emails. Regular emails from the A/GM consolidating key information for staff was implemented from February 2024. The 'Concord Connection' newsletter was resumed from September 2023 and will continue to be published quarterly.	Sustain the revised approach to all staff communication, with support from the Director, Strategic Relations and Communication.	GM	March
	Re-establishment of face-to-face staff gatherings to showcase and celebrate achievement, share information and provide a forum for open exchange between CRGH Executive and staff.	A regular all staff forum was recommenced with the first staff forum held on 1 March 2024. Hospital leadership forum proposal has been prepared to provide education and support to existing and new leaders.	With support from the Director, Strategic Relations and Communication, sustain a schedule for quarterly all staff in-person forums, with a mechanism for staff input into the planning and content, and timing to maximize opportunities for staff to attend. Establish a hospital leadership forum for CRGH leaders across disciplines twice a year.	GM GM	March June
	CRGH Executive participation in Dialogue for Solutions™ (DfS) process with key departments to resolve challenging issues - facilitated by ProActive ReSolutions <i>*see department specific details below*</i>	CRGH Executive have participated in the DfS sessions with key departments.	Continue to work with key departments on the issues identified through the DfS process.	See below	NA



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THEME 1: Workplace Culture and Engagement					
Opportunity to improve ways of communication, resolve conflicts and maintain collegial relationships	Establishment of a monthly forum for Clinical Heads for Departments	An informal gathering of HoDs was held on 20 December 2023. The Terms of Reference have been developed for a regular 'HoD Circle' and a first meeting was held on 14 February 2024.	Sustain the HoD Circle as a regular forum where clinical leaders can raise, discuss and resolve issues in a collegial manner. Consult with the HoDs to refine the ToRs as needed to ensure their needs are met.	DMS	April
	<i>Respectful Workplace</i> workshops offered by ProActive ReSolutions to the CRGH Executive Team and key clinical departments identified by ProActive ReSolutions.	The CRGH Executive and key clinical departments participated in <i>Respectful Workplace</i> workshops with ProActive ReSolutions on the following dates: - CRGH Executive Team on 29 November - Emergency Department on 12 December 2023 and 20 February 2024 - Radiology Department on 12 February 2024 - ICU nursing team on 15 February 2024 - Cancer Stream on 26 March 2024	Ensure that all forums and interactions between staff at CRGH are conducted in line with the NSW Health CORE values of Collaboration, Openness, Respect and Empowerment and build on the learnings of the <i>Respectful Workplace</i> workshops.	GM	Ongoing
Need to de-brief on the hospital's experience during COVID-19 and discuss lessons learnt	COVID-19 Reflection Sessions offered to all staff - facilitated by ProActive ReSolutions, with CRGH Executive presence.	Four two-hour sessions were offered to all staff on 20 December 2023, 30 January 2024, 14 February 2024, and 22 February 2024. Several sessions were cancelled due to no participants. A total of 17 CRGH staff registered to participate.	With the support of EAP and MDOK (and where appropriate the Chaplains), sustain processes for timely de-briefing and offering of support to staff post-COVID.	W/force Manager	March
	Consideration of recommendations provided to Executive by ICU nursing staff in 2022.	ICU nursing post-COVID recommendations re-reviewed.	Provide feedback to ICU staff in relation to their post-COVID recommendations.	DON	May



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THEME 2: Governance and Decision Making					
Need to reduce committee meeting burden, clarify governance mechanisms and strengthen decision-making processes at CRGH	Desktop review of CRGH committee structures to identify opportunities to strengthen essential governance mechanisms while reducing the meeting burden on staff.	Committee structures have been mapped and reviewed to reduce membership, duration, and frequency of meetings in line with the NSW Health <i>Time for Care</i> project.	Streamline local committee structures, while ensuring meaningful staff engagement and compliance with accreditation standards.	GM	May
			Embed processes to regularly evaluate meeting effectiveness and actively disinvest from low value or expired ventures.	GM	May
			Clarify and communicate the role of the District Streams at CRGH in light of new positions to ensure a clear understanding among all parties of key matters including; expectations of onsite presence, escalation pathways, strategic planning and operational decision making.	SLHD Exec	May
			Finalise and publish an updated delegations manual to clarify delegations.	SLHD Exec	June
			Ensure a definitive response on briefs is provided in a timely manner to brief authors, whether approved or not.	GM	March
			Ensure all CRGH committees required by the NSW <i>Health Services Act 1997</i> (Hospital Clinical Council and The Medical Staff Council) function in accordance with the by-laws. Furthermore, ensure that communication at these forums occurs in a manner consistent with NSW Health CORE values as set out in the NSW Health Code of Conduct.	GM	Ongoing
Seek external support for the CRGH Executive Team to continue to grow in management and leadership skills for the benefit of the organisation.	SLHD Exec/ GM	May			



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THEME 2: Governance and Decision Making					
Opportunity to improve efficiency of administrative processes, especially for frontline clinicians, in line with the NSW Health <i>Time for Care</i> project	Identification of common administrative tasks where manual and/or time-consuming processes could be reduced.	Processes have commenced to improve two common administrative processes undertaken by Staff Specialists: TESL approvals and inpatient billing processes. Improvements have been implemented for the timeliness of TESL approvals.	SLHD Executive to transition from manual TESL approvals to an online request and approval system.	SLHD Exec	Sept
			Continue to streamline inpatient billing processes for Staff Specialists.	DCCSS/ FM	April
			Continue to explore all opportunities to transition paper-based to digital processes at CRGH.	GM	Sept
THEME 3: Department of Radiology					
Challenge to retain existing staff and attract new staff	Remuneration of Staff Specialists.	SLHD Executive have been working with the Ministry on a range of options. The District has now received a determination from the Ministry.	Develop a dashboard to ensure oversight of outcomes in line with agreed KPIs.	SLHD Exec MIS GM DMS	Ongoing
	Implement Flexible Work options.	A draft Working from Home (WFH) Business Rule was shared with Radiologists for comment on 15 December 2023. Feedback was incorporated and a second round of comments was invited on 2 February 2024. A final document, incorporating feedback, was prepared for approval. The option of a 10 hour working day for Radiology Staff Specialists was confirmed by the CRGH Executive verbally at a meeting with the Radiologists on 24 January 2024, and in meeting notes circulated on 2 February 2024.	Disseminate the WFH Business Rule, when approved. Implement WFH in line with the Business Rule. Ensure the Radiology A/Head of Department (HoD) is supported by the CRGH Medical Services team, alongside the Medical Imaging Stream, in the change process to identify and balance individual and business needs.	SLHD Exec GM DMS MIS	March April



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THEME 3: Department of Radiology					
Challenge to retain existing staff and attract new staff (<i>cont</i>)	Implement a consistent approach to Clinical Support Time.	A draft Business Rule regarding Clinical Support Time (CST) was discussed at a meeting with Radiologists on 24 January 2024 and shared with Radiologists for comment on 2 February 2024. A final document, incorporating feedback, was prepared for approval.	Disseminate the CST Business Rule, when approved. Implement CST arrangements in line with the Business Rule. Ensure the Radiology A/HoD is supported by the CRGH Medical Services team, alongside the Medical Imaging Stream, in the change process to identify and balance individual and business needs.	SLHD Exec/ GM DMS	March March
	Undertake all relevant actions to attract Radiologists.	There has been significant improvement in Interventional Radiologist presence with multiple benefits to the department and CRGH more broadly. There is rolling advertising for Diagnostic Radiologists. An international recruiter has been engaged and resumes are being reviewed promptly as they are provided by the recruiter.	Continue to actively explore all viable domestic and international recruitment options. Pursue further actions agreed at the Restorative Conference on 29 February: <ul style="list-style-type: none"> Undertake exit interviews with staff who have left within the last two years to identify themes and issues. Continue monthly meetings with Registrars, A/HoD and Directors of Training to seek Registrar feedback and continue a focus on a positive training environment to improve their rate of retention. 	DMS/ MIS DMS/ W/force Manager	Ongoing April
	Enhance IT support.	An IT support workflow was developed, and the draft workflow was shared with the Radiology Department on 28 February 2024 to clarify current IT supports available to CRGH Radiologists.	Medical Imaging Stream and CRGH Executive continue to work with the Radiologists to ensure IT needs are met to optimise the efficiency of the service. Medical Imaging Stream to establish a SLHD PACS Administration Team.	DMS/ MIS	March Sept



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THEME 3: Department of Radiology					
Restoration of a positive and constructive relationship between the Department of Radiology and CRGH and SLHD Executive	<p>ProActive ReSolutions led initiatives.</p> <p>Weekly/fortnightly meetings between Concord Executive and Radiologists and whole of Department since 14 November 2023 (paused over Christmas holiday period).</p>	<p>Consultation with individual staff members from the Department of Radiology.</p> <p>Restorative Conferences between Department of Radiology representatives, CRGH and District Executive held on 21 September 2023 and 29 February 2024.</p> <p>Respectful Workplace Workshop offered to all Department of Radiology Staff on 12 February 2024.</p>	<p>CRGH Executive to lead genuine engagement with the CRGH Department of Radiology, in collaboration with the Medical Imaging Stream, to acknowledge the challenges and continue re-establishing a constructive and mutually respectful relationship.</p>	DMS	Ongoing
Strong leadership and fit for purpose governance processes in the Dept to support safety and quality, communication and change management	<p>Review of CRGH Department of Radiology governance and meeting structures.</p>	<p>A revised CRGH Radiology governance and meeting structure has been drafted.</p> <p>Recruitment to the Co-Clinical Director position at CRGH is in process.</p>	<p>Consultation to occur on a revised governance and meeting structure with the CRGH Radiology Department and Medical Imaging Stream.</p> <p>Work with the Department to implement a governance structure that supports constructive, coordinated engagement within the Department and between the MIS and CRGH Executive.</p> <p>Support for the Head of Department in leadership and management for the benefit of the Department.</p>	DMS MIS	April



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THEME 3: Department of Radiology					
Backlog of unreported scans	SLHD Medical Imaging Stream led response to identify and implement solutions.	<p>The GE PACS-RIS backlog has been essentially resolved with a small number of scans to be read in-house before deactivating the system.</p> <p>The Sectra PACS-RIS backlog growth has slowed following commencement of outsourced overnight reporting of CTs and X-rays on 11 January 2024.</p> <p>A solution to report the Sectra PACS-RIS backlog was put in place on 24 February 2024 with reporting commenced on 4 March 2024.</p> <p>A TBD list has been established and implemented successfully to share work within the Department.</p>	Medical Imaging Stream to continue to work with SLHD Executive and the Ministry of Health on the reporting backlog, with regular updates provided to CRGH Executive team and Department of Radiology.	MIS	June
Future planning for a sustainable Radiology Service	SLHD Medical Imaging Stream led modelling to support implementation planning for new equipment coming online (CTs, 2nd MRI), associated activity/revenue changes, associated staff FTE changes and use of external providers.	<p>Data modelling has been undertaken to support scenario planning.</p> <p>Upgraded CT at Concord Radiology went live in October 2023.</p> <p>New CT at Canterbury Hospital went live in December 2023.</p> <p>New CT in CRGH ED is planned to go live in April 2024.</p> <p>Procurement and architectural planning for a 2nd MRI at CRGH is in process.</p>	Medical Imaging Stream and CRGH Executive to continue working closely with the Department of Radiology, via revised governance mechanism (as above), to manage changes associated with new equipment, activity and staffing.	MIS/ DMS	Sept



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THEME 3: Department of Radiology					
Registrar training and support	<p>A no Radiologist / no Registrar process implemented at Canterbury Radiology</p> <p>3 SRMOs recruited to the Department and commenced on 5 February</p> <p>SLHD Medical Imaging Stream led process to act on recommendations arising from the RANZCR accreditation process in September 2023</p>	<p>Director of Training reports that the Registrars are much happier with recent changes including cessation of overnight shifts, SRMO positions to assist them and learning opportunities afforded by Interventional Radiology activity.</p> <p>Progress Reports due to RANZCR on 15 March, 7 June, 6 September and 6 December 2024.</p>	<p>SLHD Medical Imaging Stream to consult with the CRGH Executive and Department of Radiology on the RANZCR report, and coordinate actions to respond to the recommendations and provide Progress Reports.</p>	MIS/ DMS	March
Dental Hospital Arrangements	<p>SLHD is investing in the implementation of PACS(Sectra)-RIS(Kestral) at the Sydney Dental Hospital (SDH).</p>	<p>The project has commenced and is aiming to go live in August 2024.</p> <p>Confirmation of Medicare billable dental hospital reporting work has also been received and will be documented.</p>	<p>Continue existing work to implement PACS-RIS at SDH.</p>	MIS	Sept
Nursing workforce in Radiology	<p>A temporary contract can now be transitioned to permanent and is being actioned.</p>	<p>There remain challenges in having a sufficient number of skilled nursing staff on the floor, especially in light of new Interventional Radiology activity.</p>	<p>Pursue further action as agreed at the Restorative Conference on 29 February to further assess the Radiology nursing workload including observation on the floor.</p> <p>Pursue enhancement for Anaesthetic nursing to relieve pressure on staff in 'outreach' departments.</p> <p>Continue to build the relationship between nursing staff and the Executive Nursing Team.</p>	DON	April



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THEME 4: Department of Respiratory Medicine					
Physical space needs	Consultation with Respiratory Service to identify short, medium, and longer-term needs.	<p>TB activity to move to an interim location to free space for other outpatient activity and provide a more spacious environment for staff and clients.</p> <p>Discussions between CRGH Executive and Respiratory Service to scope options to address key issues, including lighting and acoustics of the sleep lab, space of sleep lab, bronchoscopy room/theatre utilisation, staff offices and amenities.</p>	<p>CRGH Executive to work closely with the Respiratory Service in a structured process (including forming a working party) to address physical space needs, where possible to do so. This will be informed by relevant accreditation standards and be in accordance with relevant NSW Health asset management policies.</p> <p>The Stream operational support manager will coordinate preparation of a business case to support this work.</p>	DMS	June
Team culture, staffing and operational needs	Dialogue for Solutions™ (DfS) process undertaken on 20 February and 14 March 2024 with the Respiratory Service to discuss and prioritise actions.	<p>Constructive DfS session held on 20 February. Summary report shared. A follow up session focused on solutions took place on 14 March. A final session is proposed for 4 April.</p>	<p>CRGH Executive and Respiratory Department to implement the solutions to priority issues identified through the DfS process.</p> <p><i>NB ProActive ReSolutions will send the final DfS priorities/actions to the A/GM, SLHD Exec and the MoH for the purposes of monitoring this action</i></p>	DMS	June
THEME 5: Emergency Department					
Team dynamic and culture	ProActive ReSolutions led initiatives with ED team and CRGH Executive.	<p>Respectful Workplace Workshops conducted with ED staff on 12 December and 20 February.</p> <p>Constructive Dialogue for Solutions™ (DfS) session held with ED staff on 30 January. Summary report shared. Follow up session focused on solutions scheduled for 20 March.</p> <p>Three formal restorative sessions and multiple preparatory sessions with individual staff members held, alongside support for the HoD.</p>	<p>CRGH and ED leadership will continue to work with ED staff to implement the solutions to priority issues identified through the DfS process.</p> <p><i>NB ProActive ReSolutions will send the final DfS priorities/actions to the A/GM, SLHD Exec and the MoH for the purposes of monitoring this action</i></p>	DON	June
Management of Mental Health patients	Process established between ED and Mental Health (MH) service to improve systems of care.	<p>CRGH Executive and MH Executive meet regularly to discuss implementation of new models of care and review changes in demand and operational challenges.</p>	<p>CRGH Executive to continue monthly meetings with the MH Executive to support ongoing collaboration.</p>	GM	Ongoing



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Theme 6: Intensive Care Unit					
Nursing workforce related matters	Director of Nursing led Action Plan to address concerns raised by nursing staff including staff deployments, staffing profile, education and training, bed management and communication.	All actions either closed or with progress being made. Director of Nursing attends weekly ICU nursing huddle and meets monthly with the NUM, CNC and nursing reps from the floor.	Director of Nursing to work with ICU nursing staff to complete actions as outlined in the plan.	DON	April
Team dynamic and culture	ProActive ReSolutions led initiatives with ICU nursing team and CRGH Nursing Executive	Respectful Workplace Workshop conducted with ICU nursing team by ProActive ReSolutions on 15 February.	Director of Nursing to address key issues raised in the Workshop and continue to work with ICU nursing team as part of business as usual to support positive workplace interactions.	DON	May
Theme 7: Department of Neurosurgery					
Need for a clear process to implement expansion of Neurosurgical services at CRGH	<p>Clarification of a sequential approach and prioritisation of actions including:</p> <ul style="list-style-type: none"> removing scope of practice restrictions increasing major case volume amending the service name clarifying outpatient arrangements gaining accreditation for a SET trainee and establishing a clear identity for a future Neurosurgical service at CRGH 	<p>Concord Director of Medical Services has been established as the key lead to engage with the Neurosurgery Head of Department regarding expansion.</p> <p>Scope of practice changes have been approved by the SLHD Executive.</p> <p>Theatre roster changes are being planned to accommodate additional Neurosurgical activity wherever possible.</p> <p>Processes for outpatient clinics by Neurosurgeons under review.</p>	<p>CRGH DMS to continue to lead a coordinated process between CRGH Executive, District Stream and Neurosurgery service to realise an expansion of Neurosurgical activity, eventual accreditation for a SET trainee and to consider a name change of the service.</p> <p>Finalise the business case detailing resources required to enhance CRGH Neurosurgery.</p>	DMS	April